



Minutes of the Board of Directors Meeting September 9, 2014, LMS Office

Call to Order: The meeting was called to order at 9:00 a.m.	Action By
<ul style="list-style-type: none">• Attendance: Directors: Shirley Blackstaff, Bob Cross, Cliff Fisher, Sonny Hockey, Rod MacNeil, Betty Pearson, Jim Phillips, Tim Richards. Regrets: David Grimstead Guests: Doug Bell, Marnie Craig, Debbie Loewen, Mark Notte, Paul Notte, Marc Pettigrew Managing Director: Rod Smith	
Tim Richards asked the attending members to introduce themselves. Debbie Loewen and Marc Pettigrew are the new staff at the Marina. Marc Pettigrew will be Paul Notte's replacement and Mark Notte is considering running for a Board position in the 2014-2015 elections. <ul style="list-style-type: none">• Agenda: The agenda was approved.	
<ul style="list-style-type: none">• Approval of Prior Minutes: Motion - Moved by Sonny Hockey that the minutes of July 14, 2014 be approved. <p style="text-align: right;">Carried</p>	
<ul style="list-style-type: none">• Treasurer's Report – Betty Pearson Betty presented the treasurer's report and advised as follows:<ul style="list-style-type: none">• The insurance premiums in the amount of \$35,000 have been paid.• A \$25,000 term deposit has been redeemed.• Marina occupation is at 95%. <p>Motion – Moved by Betty Pearson to accept Treasurer's Report.</p> <p style="text-align: right;">Carried</p>	



• **Managing Director's Report – Rod Smith**

Rod presented the attached report. Also, he displayed the welcome package compiled by Shirley Blackstaff and Tricia Pinkerton. The welcome package has been well received by visitors.

• **Marina Management Committee – Jim Phillips**

Jim advised that a new Marina Management team will be taking over and any pertinent documents were passed on to the Managing Director. In his report, which is attached, Jim listed the pertinent documents. Jim advised that he would be stepping down from active involvement with the marina.

Bob Cross arrived at 9:55 a.m.

• **President's Report – Tim Richards**

Tim advised that the following issues have to be dealt with: committee structure, volunteer recognition day, AGM and members meeting.

• **Museum & Heritage – Shirley Blackstaff**

Shirley presented the attached report. She also specifically mentioned the need to address the flotation under the museum, whether to close the open area behind the museum or leave as is; as well, she mentioned the coal diorama is almost complete and that an educational book is being assembled on the oyster industry.

• **2014 – 2015 Budget - Betty Pearson**

Betty presented the budget report and it was decided to review the budget at a later meeting. Board members will be contacted as to the date of the meeting. Rod Smith and Debbie Loewen are to update the marina budget.

Rod MacNeil arrived at 10:30 a.m.

Doug Bell left at 10:40 a.m.

• **Heritage Vessels & Ambassador Program – Rod MacNeil**

Rod presented his report and a copy is attached. Rod mentioned that LMS has been invited to attend the False Creek Tugboat Exposition, the Saravan has received an award as the best workboat or workboat conversion from the Vancouver Wooden Boat Society and that Saravan will also attend the Ganges Work Boat Festival.

• **Board Composition and Roles – Tim Richards**

Rod MacNeil suggested that the standing committees should be built into the constitution. A discussion ensued on the merits of his suggestion and it was decided that Tim would combine a list of all the committees and present them to the Board.

Tim Richards

A letter sent to the Board by David Grimstead in which he made a number of suggestions with regards to communication within LMS was discussed and it was decided to attach copies of the committee reports to the minutes and to also post them on the website. A hard copy will also be available in the Welcome Centre.



<ul style="list-style-type: none"> • Other Business December 4th is the proposed date for the AGM and it will be noted in the next newsletter. Board nominations should be available by November 15th. The member's meeting is scheduled for October 22nd at 7:00 p.m. in the Welcome Centre. Volunteer recognition is scheduled for September 19th. <p>Marnie Craig distributed copies of her advertising report and a copy is attached.</p> <p>Cliff Fisher has notified the Board of his pending resignation as a Board member. However, he still intends to participate as a volunteer.</p>	
<ul style="list-style-type: none"> • New Members Membership applications from Richard Pistell, Jeff Brown, Brendan & Julie Leeson, and Ian Kelly were approved. 	
<ul style="list-style-type: none"> • Next Meeting – to be held at 9:00 a.m. on October 14, 2014. The meeting was adjourned at noon. 	

Committee Reports

Managing Director's Report

Ladysmith Maritime Society

September 8, 2014

Managing Director's Report to the Board – Summer 2014

It's been an exciting and rewarding summer. There are many people to thank for their tremendous support on the docks this summer:

The HOSTS – that tireless group of folks – who always had a smile and were always ready to catch a rope. You really made a difference to our work load and to the visitor experience. We had numerous comments about how friendly the marina felt and it is a direct result of the work you did. Thank you Sonny, Rob P, Niels, Rod Mac, Robin, Adrian, Paul Nowlan and Betty. I hate to single out anyone but I must thank Sonny and Rod Mac who just always seem to be there. (Kicked out of the house I think!)

The lovely ladies – smiling, blue-shirted and serving up food or drink at Dine on the Docks or hauling tables and cleaning up. Thank you Coleen, Emily, Fern, Carolyn, and Sherry. Paul even enlisted his daughter on the bar duty.

Trudy has been awesome and the Café is a success and loved by regulars from our Ladysmith community and the boating community. And her other half Michel grilling oysters on Saturday – yummm.

And there's the "regulars" taking garbage up the hill, recycling bottles and cans, painting fire hydrants, hard-wiring...something. Thanks Brian L, Traci and Brian T.

And can't forget our guys in the know: Gerald who can pull off magic with water systems and is pretty good at digging a ditch and Keith who is so good at what he does it's scary. And John Dul although he didn't make it out here this summer due to a serious health issue kept the MMS system running and introduced some new features and set up our power reading to be done automatically. Thanks guys.



I also want to thank Paul who stayed through the summer, put in hundreds of extra unpaid hours and put up with my dumb questions day and night and set the fashion bar very high indeed. *Gracias mi amigo.*

Oh and then there's Debbie, our "book keeper" who, when I said: "Could you spend a little time down on the docks," had no idea what she was getting into. I am so grateful for her willingness to do anything and her desire to learn and so pleased that she has said, "yes" to being our lead person in the marina.

So many other volunteer made the summer magic: Pat keeping our beautiful flowers alive, Sonny pounding nails in the docks, our volunteer tour boat operators, Tricia and Shirley for pulling together our visitor welcome package, Anne Newell for her work on membership recording and renewal, all Shirley's volunteers...I'll stop here but I can't imagine what our operation would be without all our dedicated volunteers – just another marina I guess.

We started the summer off with a major staffing change and amazingly there has been no negative fallout from this change to date. The atmosphere on the docks throughout the summer has been good with visitors, regular moorers, volunteers and staff enjoying the glorious weather and the company of each other.

There have been some challenges: There was an alleged assault incident mid-July which is about to go to court. As a result of the actions of an individual during this incident he has been ordered to remove his boat from the marina by September 25, 2014.

Wake from speeding boats continued to be a problem with one of our moorers receiving a nasty burn on his leg when a coffee pot was knocked from a burner by the wake. The Town has agreed to send a letter to the Department of Transport and DOT has agreed to post speeding signs and enforce the limits with commercial boats that appear to be the main concern.

The boat Aberdeen in 651 continues to list but DFO Emergency Response has agreed to at least pump out the fluid (oil & gas) in the hull which should take place any day now.

We had intermittent water pressure problems on A and C docks. A problem that was addressed by Gerald and his team by running the A and C dock lines off the main line. The pump out system failed us but fortunately Trudy was on the job at 6:00 am and called me and Paul and I had everything under control in short order.

A power boat on A dock took on water and threatened to sink. A group of eight or so volunteers and staff sprang into action, found our pump and the boat owner and put things right. A ruptured water line and electrical failure was the cause.

I think we can safely call this a record year in terms of number of visitors. We will wait until the end of the month to do an analysis on visitor numbers and home ports but anecdotally we had many full nights (over full if you count the number of slips we used), bringing in 25 plus boats many days and a substantial percentage of those were our US friends. Paul and I agree on a 60% number in terms of US visitors. Paul also noticed a significant increase in the number of larger boats this year and remarked that he believes our marina has made the move from a stop over to a destination.

Food service has followed the same pattern. Much of the traffic has come from visiting boaters but we have also established a loyal following from town folks. Groups of walkers, for example, have made the café a destination in its own right. We will shut the café down the first two weeks of October but will test a fall/winter menu on a limited schedule to see if we can build on the goodwill we have built up and provide service to the community. Dine on the Docks was a tremendous success with every event selling out. Thank you Fern and Cheryl.



Externally we have remained in touch with some of our partners about opportunities and needs. You may have noticed that the town of Ladysmith did some grade work on the lower parking lot eliminating a flooding problem and they have installed lights on the stairs. We are in discussion about lighting upgrades on the lower parking lot, increased safety and directional signage at the top of the stairs and perimeter drains around the car shop.

I have spoken to the folks at Island Coastal Economic Trust (ICET) a number of times and will be visiting their offices this month. We were featured in their recent annual report with some wonderful quotes from Ladysmith businesses (49th groceries and the bakery) about how important LMS and our visiting boaters are to business in the town. A copy of the report is on the ICET website. www.islandcoastaltrust.ca

Our new website is coming along and should go live in October. There is a lot of work to do yet but I have asked Cheryl Bancroft to work with Paul Mycroft so I am confident we have the right team to come up with something spectacular and useful in our marketing efforts and just as importantly in improved communications with our members. We need to have a discussion about a members meeting and preparation for the AGM.

Repairs and maintenance on the marina continued throughout the summer on an as needed basis: zincs were replaced, loose boards secured, fingers repaired, old A & C water system tied into B dock system, C dock connector levelled, maintenance of water heaters, HVC and pump-out station, spill-kits and other safety items put in place including signage and painting of fire stands. A full maintenance and upgrade plan will be developed as part of the budget process.

Coastal Balance "door handles" remain in production and should be ready in October. Now that the busy season is winding up, it's time to get the WC doors refinished so the new handles can be installed. It might be appropriate to have the handles blessed and unveiled at the AGM (for discussion).

I am pleased to advise the Board that we have a staffing plan in place that I believe will serve the organization well over the coming new fiscal year. Many of you have worked with Debbie Loewen (our current book keeper) this past summer on the docks and a number of Board members and volunteers have told me that she is the person we need in the marina. I agree and fortunately so does Debbie. Debbie's organizational skills and systematic approach to handling the complexities of the operation have already resulted in positive changes to our operation. Her good nature and natural ability to work well with people in a variety of situations is just what we need when serving visitors and our annual moorers. To compliment Debbie's skills, Marc Pettigrew will be joining our team next Monday. An avid boater, Marc comes to us with over eleven years of direct marina experience and excellent references. Marc can handle up to 50' commercial boats; he has hands on experience designing and building Styrofoam billet docks, Styrofoam cored concrete docks; has handled water system and electrical marine maintenance; is comfortable reading drawings; estimating and project costing and has supervised teams of over 50 people in a number of manufacturing situations. Marc is married (28 years) has two children and two "wonderful" grandchildren. He has been a Little League coach, a Scout leader, co-president of the Victoria Youth Rowing Club and runs marathons. He understands customer service and I believe fits well with our operation in including Festivals and Heritage activities. I expect Marc will give us the expertise to keep our operation in good order and be another friendly face around the marina.

The three of us will be your core marina team. I will retain overall responsibility for marina planning and budgeting with input from Debbie, Marc and a number of volunteers including the Board. Debbie will take the lead in ensuring that marina plans are implemented and delivered on time and on budget and Marc will be responsible for carrying out deliver of those plans. Of course it won't exactly work like that but the key perspective I want to convey with this approach is that we will be a team. Debbie and Marc understand that and our approach will be to build on our individual strengths to give you a management team in which you can have confidence.

Respectfully submitted, Rod Smith



Marina Management Committee – Jim Philips

Marina Management Committee Report - September 2014

Development of procedures, policies, and long range plans for operation of the marina has been the marina management committee's principal focus. A new management team is taking charge, and the pertinent documents (in varying stages of implementation) were compiled and passed to the Managing Director:

- Marina current issues and 2015 winter work requirements
- Marina 5 year plan template
- Welcome centre guidelines
- Draft Alcohol policy
- Draft boathouse policy
- Draft safety policy
- MMC reports and safety recommendations
- Emergency callouts & backups
- Boathouse inspection template
- Marina winter preparations by moorers and boathouse owners
- Moorage agreements & marina rules and regulations 2014

There have been significant improvements to both in the physical infrastructure and the operation of the marina in recent years. The policies on the table represent a lot of solid work by a number of LMS members. Jim Phillips is stepping away from active involvement with the marina, but suggests that these policies be carried forward by the new management team. While much of this is somewhat humdrum day-to-day work it is essential that safety inspections and pro-active maintenance be carried out throughout the year. This will maintain the momentum toward a safer and more efficient marina.

Museum and Heritage – Shirley Blackstaff

LMS Waterfront Heritage Experience 2014

Maritime Museum, Archives & Harbour Heritage Centre Report

Submitted by Shirley Blackstaff - September 2014

The Maritime Museum, Heritage Vessels, Harbour Heritage Centre and Archives including our Heritage Field Trip program, Ambassador program, Restoration and Maintenance program and Harbour Tours are important and valued parts of the total LMS Waterfront Heritage Experience.

As the Museum/Heritage director, I have enjoyed working cooperatively with Heritage Vessel and Shop director, Rod MacNeil and Tour Boat director, David Grimstead to enrich our heritage programs. It has been a delight to share ideas back and forth and work with them and other LMS members and community volunteers, towards our common purpose of providing a heritage program that has tremendous value to our communities and our visitors.

Maritime Museum

Accomplishments	Plans
Rainbow Skiff Dinghy display improved with big book display and 5 new sign boards	Create display for wall above the long display case and construct new displays in the side rooms



Flat screen TV – a slide show running daily	Develop sound tape for radio communication
Navigational Safety - new display installed	Improve structural floatation
Side room emptied out for new display - with research and design plans completed - with materials and artifacts collected and placed in storage	Discuss and determine the most appropriate use for the rear of the museum
Museum Office – used by two Museum volunteers who have been doing museum work and greeting visitors	Re-locate the Tour Boat record book and phone to make room for an entrance display for the side room
Made contact with other Museums and provided support	Use the Museum for pre-Harbour Tour talks and include in educational field trip planning
Contacted donors, collected some artifacts, completed records in Donation Book and wrote and mailed thank-you notes to donors.	Have a student for next year to work in Museum Office doing museum work, creating school programs and acting as a greeter or tour guide

Archives

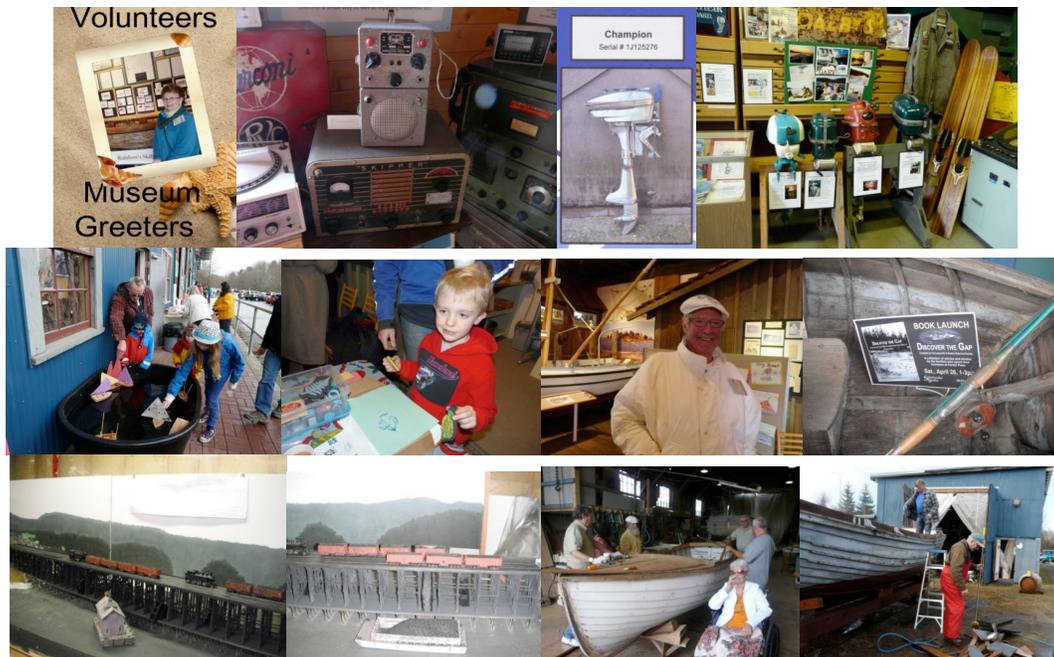
All Nautical magazines have been organized in years and shelved and books catalogued by Peggy	Continue to catalogue new magazines, books, charts and artifacts
Almost all new artifacts have been photographed and some cataloguing has been completed in the various record books and on the computer	Continue the photographic record keeping and digital records
Shelves have been tidied and organized with the artifacts in their correct places	Label artifacts with archival white pen
Research and photographic record books were updated for Kirkegaard, Saravan, Sudbury Work boat and created for Lesley	Make stands and signs for donated model ships Clean, polish, research outboard motors Make sign boards for new motors and heritage boats

Harbour Heritage Centre

Accomplishments	Plans
Enlisted the help of 12 LMS and community volunteers to be greeters, open Mon - Fri. 1-4 pm	Continue to search for more volunteers for greeters
Another 10 volunteers assisted with HHC work and our Grade 4-5 Ladysmith Intermediate School field trip, Nanaimo Probis adult group, etc.	Continue to search for volunteers to assist with HHC work – research, new exhibits, educational programs and student kit projects, DVD slide shows, upgrade the Forest Industry Log Dump Diorama signage, track lighting, sound effects, etc.
Long Wharf Coal Diorama - 9 volunteers worked on the Long Wharf Coal diorama and completed it - The sailing bark, made by Colin is 75% complete	Long Wharf Coal Diorama - Complete the sailing bark and install - Install the lights, protective glass panels, signage, cabinet - Set up new slideshows, kiosk, etc.



<ul style="list-style-type: none"> - Slide show by Harry S - The 10 foot long informational sign was researched and text written by Barrie - The map on the sign was created by Cheryl - The sign was designed by Alyx - The volunteer appreciation brass plaque is complete – donated by Telfords - We have the materials and plans for the diorama cabinet and sign base 	<ul style="list-style-type: none"> - Add to the Coal Industry scrapbook - View the new slide show - Unveil diorama and volunteer appreciation plaque with a Celebration Event
<p>Fishing Display – a few new items were added to fishing shack display</p>	<p>Complete the sea life display under the wharf and on the pilings near the Porlier Pass Troller</p>
<p>Have the Gap Fishing book (local stories) for sale in the HHC and available as our educational book</p>	<p>Promote the Gap Fishing book Create some educational hand outs</p>
<p>Brochure was created for HHC and a draft one for our combined cooperative field trips for students with the Arts Council</p> <p>Educational materials created for teachers on the local Oyster Industry</p>	<p>Finalize the Field Trip brochure and have brochures printed</p> <p>Meet with Kathy Holmes for more field trip discussions and enlist the help of volunteers to help with the HHC hands on activities</p> <p>Print a few copies of our Oyster Industry Teacher Guide booklet</p>
<p>Worked with Myf Plecas and Hilda McDonald for 5 hours every week during June - September to improve the draft for the Oyster Industry educational book – <i>Mom was an Oyster Farmer</i></p>	<p>Continue with the book project until it is ready for printing</p>





Heritage Vessels & Ambassador Program – Rod MacNeil

September 7, 2014 To LMS board members

On September 5, 2014 a heritage boat meeting was held at the car shop, present were Bob Hogberg, Harry Blackstaff, Jack Bennett, John Beames, Larry McCoy, Don Smith, Robert Lawson and Rod MacNeil.

The following vessels were the centre of our discussion.

Leslie

Members present were pleased to report that the engine is ready for testing and installing.

The completion time for the Leslie has been set back due to the fact that 300 copper rivets are required to fasten plank to frame. 8 weeks required to complete.

Kirkegaard

Has to be hauled out of the water for at least two days, some minor repairs and upgrades plus reinstall new prop. Capital outlay \$500.00.

Saravan

On the way back from False Creek John & Don had some problems with the sounder. Other than that the trip was a great success. Some research has been done on new navigational aids for the Saravan. Consensus is that we need something better than a handheld GPS. Jack suggested that he and I see Lee Bonner at the Harbor Chandler to see, if we can get some concession on price in lieu of recognition of their contribution.

John Beames suggested that we reconfigure the cabin on the Saravan (install two full size bunks). This would eliminate the need for hotel accommodation when the boat is at shows. Refit to start after this season, completion by next season. Total capital outlay \$7,500- \$10,000. Robert Lawson has come up with a plan to make the decks watertight.

Launch

Shop members would like to start work on the launch as soon as some of the current projects are out of the way. Some capital is required to start buying the required parts and equipment. An estimated \$30,000.00 would finish the project, and this amount would be spread over the time it would take to complete the restoration.

Ambassador Program

As previously stated the False Creek trip was a great success. The Saravan was well received. Outward and homeward bound everything went according to plan. John & Don are very pleased with the boat's performance.

Weather and some glitches with registration prevented the Saravan from going to Victoria. At present, I am trying to contact the Victoria Classic Boat Festival through the Maritime Museum of BC to see, if we can get our registration fee back.

Vancouver has a Wooden Tug expo late September. We would like to show the Saravan there. We will get more details later this week. Ganges, Saltspring Island is also being considered.

This concludes my report. Rod MacNeil.



Advertising Report 2014 – Marnie Craig

Submitted by Marnie Craig, September 2014

This fiscal year concludes a 3 year Advertising plan for the LMS Community Marina and the expanded Ladysmith Maritime Society Heritage programs and social activities.

1. Community Marina Tourism Advertising

Although there has been no formal evaluation of the program, the significant increase in visitor moorage over the last 3 years and the positive talk among boaters not only on our docks but all along the BC and Washington coasts would suggest we are successfully reaching the target audience. We have been fortunate in receiving significant free publicity from boating magazines as a featured destination and have worked hard to get improved and updated write ups in all Guides including those we don't advertise in. Additionally we have been written up in the American National Power Squadron Magazine. All Guides and Advertising include links to our website. All Advertising is done at the reduced rate available to Not-For-Profit organizations.

Activities include the following:

- Ports and Passages 2014 Cruising Guide ad
- Waggoner 2014 Cruising Guide ad
- Pacific Yachting, 3 to 4 ads annually
- Blue Pages (Distributed free to all marinas) Up dated facility description, pump out map, directory contact listing
- Western Mariner, 1 to 2 ads annually
- 2014 Roster North Island District Power and Sail Squadrons ad
- Information and Welcome letters to 49 Pacific North West yacht Clubs in 2013
- Informal discussions with similar marinas in BC and Washington

2. Tourism and Regional/Local Community Advertising

The opening of the LMS Welcome Centre, the Harbour Heritage Centre and the Oyster Bay Café, improvements to the heritage facilities, Harbour Tours, Festivals, and events such as the Heritage Christmas, Heritage Afloat, Home Town Tourist participation and Dine on the Dock have increased community use and encouraged "Rubber Tire Tourism". Local and regional advertising, posters, using Community Event Calendars and updating community links and activity pages have been the primary advertising strategies along with encouraging media to write feature stories on our activities. Pictures, information and descriptions of our services have been provided for text in all publications. Visitor Guides are on all BC ferries, at the Nanaimo Airport, in Vancouver Island and lower mainland information Centres and at Chambers of Commerce. All Guides include links to our website.

Activities include the following:

- Explore Cowichan (Cowichan Valley Regional District Tourism) ad
- Ladysmith, Cedar to Chemainus 2014 Vacation Guide (Take5) ad
- Ladysmith, Yellow Point & Cedar 2014 Visitor Guide (Chronicle, **Official Guide**) ad
- Art Magazine (Ladysmith Arts Council) back cover ad



- Local Media Ads for current events
- Liaison with Ladysmith and District Historical Society, Heritage Revitalization Advisory Commission, Ladysmith Yacht Club, Vancouver Island Museums, etc.

3. LMS Festival Advertising

Having 2 separate Festival days, possibly 3 with the Seafood Festival, results in increased advertising costs. Poster distribution and posting sites are difficult to find as many communities such as Duncan prohibit posting.

Activities include the following:

- Take5 May Edition Cover Banner, 5 pages of articles, schedule, and information, half page ad for both festivals and a small ad for the Heritage Festival in June.
- Black Press Mid Island Coverage, Nanaimo to Duncan, Large colour ads 1/6 to 1/3 page (26,177)
- Art Magazine, Ladysmith Arts Council, back cover ad (2,000)
- Road Signage, Posters distributed from Ladysmith to Cowichan Bay (110)
- 49th Parallel bag stuffers and TV ads – Duncan, Cedar, Chemainus and Ladysmith (5,000)
- Community Listings – Web Links, Shaw, Local Radio, Community Activity Pages

4. Community Pages/Digital Links/Annual Calendar of Events

- Town of Ladysmith Annual Event Calendar
- Ladysmith Chamber of Commerce Events, Annual Calendar and monthly e-news letter
- Ladysmith Chronicle Weekly Community Events and Annual Calendar
- Take5 Monthly Community Events and Annual Calendar
- Black Press -- Nanaimo News Bulletin, Ladysmith Chronicle, Cowichan News Leader Pictorial,
- Vancouver Island Newspaper Group -- Nanaimo Daily News, Cowichan Valley Citizen (Duncan)
- Glacier Media – Nanaimo Daily News, Harbour City Star, Cowichan Valley Citizen (Duncan)
- Chemainus Chronicle, monthly
- Nanaimo Magazine
- Television -- Shaw Television, both North and South Island for full coverage, CHEK News, CBC, and

CTV Vancouver Island News television community events

- Radio – Island Radio 102.3 and 106.9, Radio Malaspina Society 101.7, Coast Radio News 91.7
- E-magazines -- GoNanaimo.com (Vancouver Island navigation tab), harbourliving.ca

2015. Advertising Planning and Budget Implications

Online presentation and links from community media will be much more effective when the new

Website is launched. Increased moorage, attendance at the Festivals and other dock events indicates that our advertising has been successful over the last 3 years. Of course “word of mouth” recommendations following great visiting experiences and welcoming staff are certainly key components.



Several questions remain to be answered:

- Do we wish to increase our larger boat traffic?
- Should we refocus on reaching the American boater while maintaining a reduced schedule of Canadian Advertising or increase our spending to reach the American market?
- Do we have the right balance of marina, local and heritage tourist, festival and event advertising?

1. Community Marina Tourism Advertising

- Update trifold brochure and rack cards and arrange to distribute them more widely
- As the Waggoner Guide and Ports and Passages appear to be the best selling guides in both BC and Washington, it is recommended that we continue to advertise in them. Digital guides should be explored regarding the accuracy of information about LMS and for possible advertising.
- Target American boaters by advertising in Sea, America's Western Boating Magazine and

48° North, The Sailing Magazine. Some Marinas are estimating that 75% of their visitors are now American. Both magazines can be subscribed to for a nominal fee, but are generally available at marinas for free. Sea targets larger, newer power boat owners who have come from as far away as California in response to Canadian Advertising. Reducing the number of Pacific Yachting ads could assist with the cost of ads in these two new magazines.

- E-mail Christmas greetings and a spring letter encouraging all boaters that moored this season to return for the coming season highlighting some activities they might expect.
- Explore increasing the number of club cruises and rendezvous by contacting Yacht Clubs, Boat Dealers, and cruising clubs. Determine our ideal group booking size and procedures.
- Attend Boat shows, possibly with other regional marinas, to promote our area as a destination for several day cruises.
- Ensure links continue to be effective and are up to date.
- Explore with print media the possibility of a feature on Ladysmith as a destination
- Establish event dates early so LMS can be part of annual Calendars.

2. Tourism and Regional/Local Community Advertising

- Continue Advertising in Tourist and Vacation Guides
- Host Vancouver Island Museum Curators meeting
- Promote school field trip program by producing teacher brochure, attending staff meetings, and ProD activities
- Explore Heritage tourist advertising and online opportunities to increase visitor numbers as well as considering joint planning to create a Vancouver Island Heritage Route.
- Establish dates for activities early to enable events to be placed in Annual Calendars and free media coverage to be encouraged for pre event features as well as reporting.
- Liaise with Service Clubs and Community organizations
- Increase Home Town Tourist participation.
- Consider participating in Trade shows, parades, and local events such as Arts on the Avenue to raise community awareness of the variety of LMS activities and services.
- Coordinate all LMS advertising to ensure cost effective promotion.



3. Festival Advertising

- Set dates early for placement into annual calendars
- 49th Bag stuffers were very successful
- Replace large festival signs with light background colour signage.
- Determine how Festivals will be presented online, on the LMS website, with individual web pages, etc.
- Continue with similar ad program to 2014. Festival sponsors may be required to assist with advertising costs, especially if there are 3 festivals.

4. Community Pages/Digital Links/Annual Calendar of Events Maintained

- Continue to submit event information to all community listings and annual calendars
- Inclusion on print media lists requires significant lead time and early submission. All events are generally included on e-lists and calendars.
- Increase presence on radio, television and e-media
- Explore opportunities to Increase Community Event list while evaluating and revising current list.

It is recommended that the advertising budget receive a slight increase to allow for expansion into the American advertising market. The activities should promote LMS as a destination rather than a stopover.